DOCUMENT RESUME

ED 135 440 JC 770 171

AUTHOR Miner, Norris
TITLE A Model for Long Range Planning for Seminole Community College.
INSTITUTION Seminole Community Coll., Sanford, Fla.
PUB DATE [76]
NOTE 8p.

EDRS PRICE MF-$0.83 HC-$1.67 Plus Postage.
DESCRIPTORS Budgeting; College Administration; Community Colleges; *Educational Planning; Flow Charts; *Junior Colleges; Management Systems; *Master Plans; *Models; *Participation; Planning

ABSTRACT

A model for long-range planning designed to maximize involvement of college personnel, to improve communication among various areas of the college, to provide a process for evaluation of long-range plans and the planning process, to adjust to changing conditions, to utilize data developed at a level useful for actual operations, and to have utility in meeting internal and external long-range planning requirements is described in this paper. Use of the model requires only two college committees, one composed of the directors of the instructional areas, the director of library services, and a representative of the student development office, and the other composed of the college president and his cabinet. The first committee establishes the basic planning document and the second reviews the document and suggests revisions where appropriate. The management systems officer, not a member of either committee, is responsible for providing necessary data to both committees, converting information in the committees' plan into data for use in the program budget model, operating the program budget model, and serving as a consultant to the committees. This model is felt to reduce many of the shortcomings associated with the planning process while insuring maximum participation/representation of various college constituencies. A flow chart of the model is included. (JDS)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED135440

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

A MODEL FOR LONG RANGE PLANNING FOR SEMINOLE COMMUNITY COLLEGE

Norris Miner

A Long Range Planning Model should incorporate the following:

1. Maximum Involvement Of College Personnel

This is the basic problem that must be confronted. If the planning process is developed with the flow of information coming from the discipline faculty level, three major problems develop. First: The process is extremely slow. Second: Some areas will not produce adequate plans. Third: Data produced by the various plans will not have the commonality needed for efficient aggregation. Even with extensive training in the planning processes and a detailed and adequate data base from which to operate, the multiplicity of interest and time constraints remain. The Model does provide for input into the planning processes. However, faculty and staff start with a plan stated in common data elements and modify that plan. This approach should help correct the problems stated above while providing for full opportunity for expression of value and interest at the basic levels of operation. Further, the prolonged use of the Model could provide the necessary training to produce a planning cycle which would emanate from the lowest levels while at the same time minimizing the problems cited.

2. Processes For Improvement Of Communication And Understanding Among The Various Areas Of The College

The Planning Model calls for a committee of representatives of all of the instructional areas of the College to merge their plans into one comprehensive unit. The review process will require this committee to engage in a give-and-take interaction in order to operate within any constraints imposed. Further, the Program Budget Simulation Model will demonstrate the financial implications of actions taken by one area on the other areas of the College. The combination of open expression of goals by all interest groups and the examination of the effects

JC 740 171

decisions in one area have on other areas, should tend to broaden the scope of understanding of the totality of college operations.

3. A Process For Evaluation Of Both The Long Range Plans And The Process Of Planning

The Model provides for the self evaluation of plans by beginning each planning cycle with an examination of base data from prior years operations. Thus, actual data can readily be compared with prior plans and an examination of variances can be undertaken. The planning process can be monitored and adjusted by the two committees involved in aggregation and review.

4. Flexibility To Adjust To Changing Conditions

The use of the Program Budget Simulation Model will quickly provide information about the financial implications of changes or alternate approaches. Planners will have greater freedom to examine the eudcational and value implications of the plan under consideration. The cost component of these cost benefit considerations will not be a major problem.

5. Data Developed At A Level Useful For Actual Operations

The Program Budget Simulation Model provides information on four personnel categories on a full-time/part-time basis and produces numbers of employees and cost of each of these categories. Support and equipment cost are produced in gross form and not by object. However, for planning purposes this would appear to be sufficient. The Model will work from productivity ratio or number of instructors. With base information from the Model on student credit hours, productivity, and instructional personnel, detailed data on class and average load can be produced.

6. Utility In Meeting Internal And External Long Range Planning Requirements

Internal plans should be produced along organizational lines, whereas external reporting usually requires either the NCHEMS or Division of Community College Program structures. The present college operational structure and chart of accounts allows for a crossover from one system to the other with a minimum

of difficulty. It shall be the responsibility of the Systems Office to change the format of internal plans to meet the requirements of external reporting.

THE PLANNING MODEL

The plan requires only two formal committees. Individualized communication will be required to support the work of these committees.

A committee (Committee of Directors) composed of the Directors of the instructional areas, the Director of Library Services, and a representative of the Student Development Office shall establish the basic planning document.

A committee (Review Committee) composed of the President and his Cabinet shall review the basic document and recommend the acceptance or modification of the document based on the goals and anticipated resources of the College. Recommendations for revision shall be specific enough for the Committee of Directors to modify the plans with reasonable assurance of acceptance.

The Management Systems Officer shall not be a member of either committee. Rather, he shall be responsible for supplying data to both committees; converting information in the plans produced into data needed for the operation of the Program Budget Simulation Model; operate the Program Budget Model; and serve as a consultant to either committee.

The process of planning shall be of continual loop design both in the flow of information and in the planning and evaluation cycle. The information loop shall include faculty-staff, Division Chairmen, Directors and the President and his Cabinet (see Chart A). The planning evaluation cycle shall include an analysis and evaluation of prior plans before the construction of new plans (see Chart B).

It is proposed that initially the planning loop be entered at the Committee of Directors level. The Program Planning Budget documents for 1976-77 presented to the Division of Community Colleges provide the most detailed and formalized planning document in existence at the College. Program Budget Simulations exist as support for all data contained in these reports. Further, the documents were prepared with as much input from the Director level as was possible to obtain. The committees would analyze these documents from their individual viewpoints. Due to the unique communication structure and individuality of each instructional area, each Director will then work with the Division

Chairmen within their area in a manner of their own choosing. The Directors and Division Chairmen will analyze the plans from their individual viewpoints and as a unit of combined effort within an instructional area. The Division Chairmen will then work with the various disciplines within their area to modify the plans to more precisely express the individual goals and value interest of the faculty within that discipline.

The modified plans will then move through the Division Chairmen to the Committee of Directors. Adjustments would be made as necessary at each level. These adjustments would be made with full understanding of all parties.

The Committee of Directors shall present the individual plans developed by the areas. The Systems Officer will convert these plans to budget form. When the combined effect of the instructional, library and student development effort has been determined, the Systems Officer, in consultation with the appropriate parties, will determine the effects of this plan on the remaining service areas of the College. A total program budget simulation will be produced and presented to the Committee of Directors. The process will be repeated until an approved budget is produced. This budget will then be sent to the Review Committee.

The Review Committee will then approve or recommend modification of the budget. Recommendation of modification should be as specific as possible. If modification is required as much of the loop as necessary shall be used.

Upon completion of an approved program budget, the Committee of Directors shall formalize the goal statements and other information implicit in that budget. The unique facility, equipment and personnel implications of the plan shall be documented.

A new cycle of planning can be initiated under two conditions. First: A major change in the conditions on which a budget is predicated could require action to produce an immediate change in plans. If possible, these modifications should be postponed until the next annual cycle. However, the Committee of Directors should be apprised of the change and be given as much lead time as possible. The Committee of Directors should then begin the process of communication with the appropriate personnel. Second: A modification or revision of the plan should be produced each year. The yearly planning will begin with an analysis of the validity of the prior years plans. Variations of plans and actual operations should be examined as to the long range effects. The effects, if any, of these variations and revisions of plans, made necessary by changing

conditions, will be incorporated into a new planning cycle.

The use of established plans to begin the planning process has been recommended for the following reasons:

1. The established plans provide a common format and set of data elements. Aggregation of individual plans can be accomplished in the least amount of time and with the minimum loss of the real intent of the smaller elements of the plan.

2. The analysis of these existing plans provides for training of the participants. Long range planning will require education in the totality of the elements involved, the interaction of the elements, and the chain effect generated by modification. It is hoped that the continual use of the planning process will evolve a system of independent generation of new plans from the basic levels of the information loop.

3. It is psychologically easier to criticize than originate. This is especially true when the ability to originate is impaired by time constraints and lack of training.

4. The time line of the initial planning cycle is reduced by eliminating one of the most time consuming steps in the process.

The time line of the planning process should accommodate the requirements for Division Long Range Planning. This means that the basic plans for the first planning year must be completed in time for the Systems Office to convert the internal plans into an appropriate form for submission to the Division by August 1 of each year.

A schedule for the first year could be as follows:

1. Selection of the process of planning by the end of September (the remaining schedule assumes the acceptances of this plan or a closely associated alternate).

2. Analysis of existing plans by the committees by the end of November.

3. Initial interaction between Directors and Division to begin in December.

4. Division Chairmen modified plans submitted by mid-March.

5. Committee of Directors basic plan completed by mid-April.

6. Review completed by the end of April.

7. Revisions, if necessary, completed by the end of May.

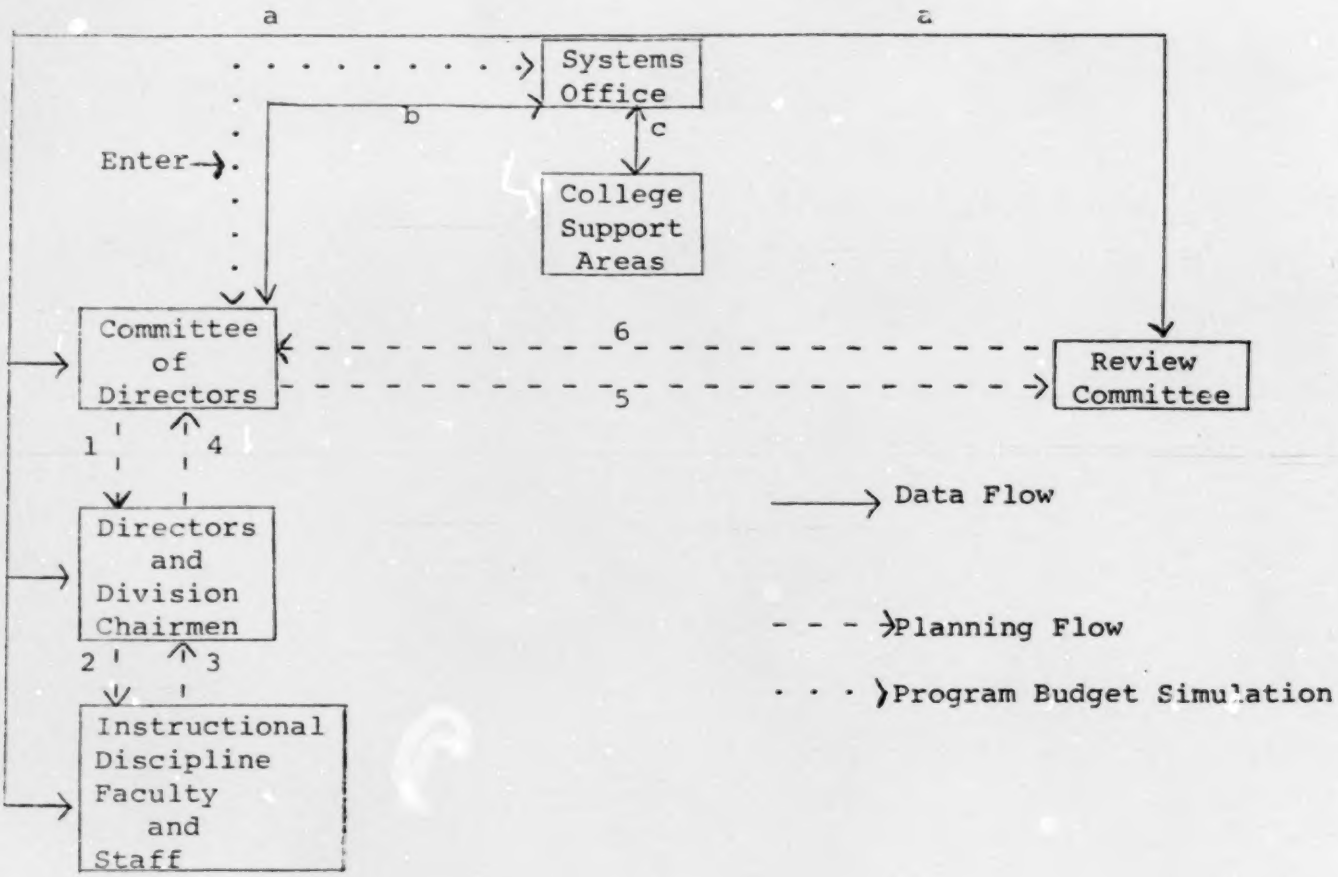
8. Review and revisions completed by the first of June.

9. Final form of internal report completed by first of July.

The plans should incompass a period of six years. The line item budget prepared during the same time period as the program long range plans should be considered as short range plans and would supplement the long range plans. Thus, the long range planning process conducted during the 1975-76 year would begin with plans for the 1977-78 year and carry through the 1982-83 year.

Either the Committee of Directors or a joint sub-committee of the Directors and Review Committees should make an evaluation of the planning process at the termination of the first planning cycle. The evaluation should include the method, time line and communications involved in the process. Modifications to the plan should be completed by early September.

CHART 1



Data Flow

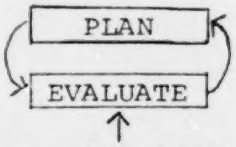
a. Systems Office provides required data to planners.
b. Committee Of Directors provides plan data to Systems Office.
c. Systems Office uses plan data to obtain support requirements.

Planning Flow

A loop will be completed by following order of numerical flow lines.

Program Budget Simulation
Enter plan on past simulations.
Produce new simulations with plan and support data.

CHART 2



Enter with 1976-77
Program Budget Data

UNIVERSITY OF CALIF.
LOS ANGELES
APR 2 1977
CLEARINGHOUSE FOR
JUNIOR COLLEGES